

WVPCA Board Self-Assessment

Board self-assessment is a process that allows nonprofit boards of directors to examine their own performance and improve the way they go about their work. The WVPCA Board Self-Assessment is designed to compare its processes and operations to “best practices” in non-profit governance. The goal is to celebrate areas in which the WVPCA Board of Directors is operating within those “best practices” and to identify areas for improvement as needed.

Answer the questions that follow from your perspective as a member of the WVPCA Board of Directors. Please select the answer below that most accurately reflects your observations. If the answer you choose still only partially reflects your observations, please add comments to explain.

Thank you for serving as a member of the WVPCA Board of Directors. We look forward to receiving your survey responses and supporting you in your efforts to lead the West Virginia Primary Care Association.

Mission and Vision

1. Common understanding of the mission
 - a. There is active and open disagreement about the mission among board members
 - b. Board members appear to share surface understanding of the mission, but it also appears disagreements may exist at a deeper level though they may not have been raised directly
 - c. Board members appear to share common understanding of the mission although it has not been tested through regular discussion
 - d. Board members appear to share a common understanding of the mission that has been tested through regular discussion
 - e. I do not have enough information to answer this question

2. Common understanding of the vision
 - a. Board members appear to lack understanding of vision as distinct from mission
 - b. Understanding of vision appears to not be aligned among board members and there is likely disagreement over what is achievable
 - c. Board members appear to have a common understanding of the vision, but there is a lack of concrete goals
 - d. Board members appear to share common understanding of where the organization wants to be in the future because the vision is formalized and well-documented with concrete goals
 - e. I do not have enough information to answer this question

3. Use of mission and vision in policy and/or strategy discussions
 - a. Board members do not refer to mission and vision in policy and/or strategy discussions
 - b. Board members infrequently refer to mission and vision in policy and/or strategy discussions
 - c. Board members frequently refer to mission and vision in policy and/or strategy discussions
 - d. All major board discussions of policy and/or strategy include explicit consideration of fit with mission and vision
 - e. I do not have enough information to answer this question

4. Process for reviewing mission and vision
 - a. There is no informal or formal process to engage board members in review of mission and vision
 - b. There are informal discussions within small groups on mission and vision, but those matters are rarely raised to the entire board
 - c. Informal and active discussions within small groups related to mission and vision are brought before the board on an ad hoc basis
 - d. There is a formal process to create active board member participation in examining mission and vision related issues
 - e. I do not have enough information to answer this question

Strategic Planning and Decision-Making

1. Process for strategic planning and quality of board participation
 - a. There is no formal process for strategic planning and little takes place
 - b. A formal process for strategic planning exists, but is used on an ad hoc basis, is mainly staff driven, and the board largely agrees with staff recommendations with limited discussion
 - c. A formal process for strategic planning exists, but it does not provide a consistent framework for key planning elements (e.g. situation analysis, identification of strategic goals), is mainly staff driven, and the board approves the strategic plan with active discussion
 - d. A formal process for strategic planning exists, a consistent framework for planning elements is provided, the process is driven by the board and staff, and the majority of the board participates in active discussion supported by pertinent materials before final approval
 - e. I do not have enough information to answer this question

2. Quality of strategic plan
 - a. There is no formal plan, and board and staff members would not describe key points of the strategy in the same way
 - b. A strategic plan exists, but has major holes in one of more areas, including goals, situation analysis (i.e. strengths, weaknesses, opportunities, and threats), expected outcomes, resource implications, timelines, and responsibilities
 - c. All key strategic plan elements are addressed in the strategic plan and there is clear linkage of programs to mission and vision, but there are unresolved issues set aside for further investigation at an unidentified later date
 - d. A robust strategic plan exists that covers all key strategic plan elements, agreed upon outcomes are tightly linked to mission and vision, planning results inform subsequent organizational and programmatic decisions, and there is a clear plan for closing any gaps in the planning process
 - e. I do not have enough information to answer this question

3. Agreement on distinction between board-level and management-level decisions
 - a. There is frequent disagreement between board members and staff on appropriate level of board involvement in issues, the staff feels micromanaged or unsupported, and the board feels disconnected
 - b. Disagreements about board involvement, when they occur, usually involve the actions of only one or a few board members
 - c. Board and staff have high-level understanding of the distinction between board and management decisions and believe the current model generally works well
 - d. Board and staff have a shared understanding of relative roles based on written documents or explicit discussions, and board and staff members are heard in the decision-making process
 - e. I do not have enough information to answer this question

Relationship with Chief Executive Officer

1. Evaluation and development process
 - a. Evaluations are subjective and occur on ad hoc basis, and most board members are unaware of the process or feedback from the process
 - b. Evaluations performed annually with pre-agreed criteria and board members have opportunity to provide input to the process
 - c. Evaluations are performed formally and annually with pre-agreed criteria, board members have opportunity to provide input to the process, and written feedback is reinforced through CEO compensation
 - d. Evaluations are performed at least annually with pre-agreed criteria, includes feedback multiple sources and a self-assessment by the CEO, written feedback includes a skill development plan, and CEO compensation decisions reinforce board view of performance
 - e. I do not have enough information to answer this question

2. Succession planning
 - a. Board has no clear succession plan
 - b. Board has informal discussion with CEO on succession and on identifying candidates before need for a CEO transition arises
 - c. Board has explicit view on succession and works with CEO to identify internal and external candidates with leadership potential
 - d. Board has explicit view on succession and actively works with CEO to identify internal and external candidates and provide development opportunities for those candidates
 - e. I do not have enough information to answer this question

Fiduciary Responsibilities

1. Board role in financial planning
 - a. 1 year budgets are prepared with little input from board
 - b. Board actively reviews annual financial plan
 - c. Board reviews and approves 3 to 5 year financial plan
 - d. Board has active involvement in preparing multi-year financial plan, which results in robust discussion of resource allocation
 - e. I do not have enough information to answer this question

2. Fiduciary compliance
 - a. There is no independent audit of financial results or processes
 - b. An independent audit is performed and results are shared with board by staff
 - c. An independent audit is performed and results are presented to the board by the auditors and staff
 - d. An independent audit is performed and results are presented to the board of directors by the auditors and discussions of audit results and internal controls are held
 - e. I do not have enough information to answer this question

3. Board role in risk management
 - a. Board does not have discussion of risks/exposures facing the organization
 - b. Board has some discussion of key risks and mitigation strategies (i.e. insurance), but the effort is largely ad hoc or in response to events
 - c. Board annually reviews financial and other risks as well as mitigation strategies, but a few surprises regarding exposure or gaps in coverage do occur
 - d. Board annually reviews potential sources of risk and mitigation plans, and no surprises or gaps in coverage exist
 - e. I do not have enough information to answer this question

Board Influence

1. Board understanding of access and influence needed to support organizational objectives (i.e. legislative access, community access, agency access)
 - a. Topic of access not specifically discussed or seen as source of board assistance to organization
 - b. Board understanding of access and influence needs are based on periodic requests from CEO/staff and are largely determined on reactive basis
 - c. Board understands access and influence needs based on strategic planning discussions with CEO/staff, although specific plans or goals are not identified
 - d. Access and influence needs are identified based on strategic view of organizational objectives, and are detailed enough to allow meaningful roles to be identified for individual directors
 - e. I do not have enough information to answer this question

2. Ability of board to provide access and influence
 - a. Board plays no role in providing access or influence for organizational needs
 - b. Board provides access and influence sporadically but many needs are not addressed or support is seen to be of little value to the organization
 - c. Board provides access and influence when requested and provides moderate value
 - d. Board proactively reaches out to further organizational goals and is frequently very influential in achieving them
 - e. I do not have enough information to answer this question

Achieving Organizational Objectives

1. Board understanding of staff expertise needed to achieve organizational objectives set by the Board
 - a. Topic of expertise not specifically discussed or seen as source of board assistance to organization
 - b. Board understanding of need for expertise based on periodic requests from CEO/staff and are largely determined on reactive basis
 - c. Board understands expertise needs based on strategic planning discussions with CEO/staff
 - d. Need for expertise are identified based on strategic view of organizational objectives, and are detailed enough to allow meaningful roles to be identified for individual directors
 - e. I do not have enough information to answer this question
2. Board involvement in developing performance metrics for objectives set by the Board
 - a. Performance against mission and vision is discussed infrequently with no pre-determined goals
 - b. Discussion of strategy leads to setting programmatic goals for the year
 - c. Board works with staff to set goals for 1 to 3 years, and metrics include activity levels and some efficiency or effectiveness measures
 - d. Board works with staff to set outcome based metrics and goals as well as activity and efficiency metrics, targets are set for 1 to 3 year period, and performance of comparable organizations is used to inform goals
 - e. I do not have enough information to answer this question

3. Process for monitoring performance for objectives set by the Board
 - a. No formal process for monitoring program performance exists
 - b. There is infrequent discussion of performance and there is no feedback to the strategic planning process
 - c. There is routine discussion of performance against programmatic objectives, but there is no clear feedback mechanism to the strategic planning process
 - d. Board routinely monitors and discusses the performance of organizational programs and uses results to inform the strategic plan and resource allocation
 - e. I do not have enough information to answer this question

Board Structure

1. Board size
 - a. Board is too large to form a cohesive group
 - b. Board size is largely a legacy of past decisions, and imbalances exist in workload and/or coverage of board roles
 - c. While not a current topic of discussion, board size for the most part adequately meets the board's needs
 - d. Board discusses issue of size explicitly and directors widely believe the current size adequately balances coverage of roles, cohesiveness among members, and work load
 - e. I do not have enough information to answer this question
2. Executive committee
 - a. Executive committee acts as de facto board, which tends to demoralize other board members
 - b. Executive committee exists although role is not clearly understood by all board members, and there is a sense the executive committee may overstep its appropriate bounds
 - c. Executive committee has clear role, is well understood and supported by all board members, but the executive committee is not used to provide the board chair and CEO guidance or to improve overall board performance
 - d. Executive committee has clear role, is well understood and supported by all board members, serves as a valuable resource to the board chair and CEO in guiding the organization and also in improving the overall board performance
 - e. I do not have enough information to answer this question

3. Other committees
 - a. Committee structure mirrors staff functions and not organizational priorities
 - b. Committees are logically organized and reflect organizational priorities but few have clear charter/goals
 - c. Most standing committees have clear charters/goals and reflect organizational priorities with few exceptions, and some feedback regarding their work is provided to the board
 - d. Committee structure is explicitly designed with clear charters/goals around organizational priorities, board effectively uses mix of ad hoc and standing committees to accomplish objectives, and regular feedback regarding their work is provided to the full board
 - e. I do not have enough information to answer this question

4. Orientation of new board members
 - a. No formal orientation for new board members
 - b. Formal orientation exists but key topics are missed
 - c. Effective formal orientation covers key topics
 - d. Formal orientation process covers key topics and new directors quickly become effective members of the board
 - e. I do not have enough information to answer this question

5. Board leadership succession planning
 - a. No process in place to cultivate next generation of board leaders
 - b. Next generation of board leaders has yet to be identified by current leaders, and succession decisions result in need for much learning on the job
 - c. Future board leaders are identified and given opportunities to lead, and most transitions are seen as appropriate and timely
 - d. Process in place to identify and develop board leaders, committee assignments rotated to give board members experience and opportunity to lead, board seen to have a rich set of future leaders
 - e. I do not have enough information to answer this question

6. Effectiveness of board leadership
 - a. Current board leadership is largely ineffective given the needs of the organization
 - b. Current effectiveness of board leadership group is mixed due to varying degrees of skill and enthusiasm
 - c. For the most part, board leadership is effective with a few exceptions
 - d. Current board leadership has the necessary skills, enthusiasm, and energy to provide leadership to the board
 - e. I do not have enough information to answer this question

7. Quality of preparation for meetings
 - a. Calendar of meetings for the year and agenda for individual meetings not established in timely manner, board receives materials during meetings
 - b. Calendar of meetings established although anticipated content not included, board receives agenda and some materials ahead of meetings, materials not appropriate quality for board to prepare, additional meeting time required to get board up to speed
 - c. Board receives agenda and meeting materials for individual meetings in a timely manner, annual calendar allows appropriate time for previewing and consideration of key decisions
 - d. Calendar of meetings set and distributed for the year, agenda for the individual meetings sent out ahead of time with indication of expected focus/high impact areas for board consideration, board receives quality background materials well in advance of meetings
 - e. I do not have enough information to answer this question

8. Meeting processes and staff presentations
 - a. Meetings often start late and run long, majority of time spent on staff presentations to the board rather than discussion, and many board member miss meetings
 - b. Meetings start and end on time although structure of agenda revolves around staff presentations and significant discussion is not expected or desired and board members miss meetings
 - c. Significant amount of agenda is staff presentations and board has some time to discuss, but discussion is often cut short due to time constraints and some members do not contribute
 - d. Meetings start and end on time, are managed to ensure board discussion on all important topics, minimal agenda time is spent on staff presentations, and the majority of board members contribute
 - e. I do not have enough information to answer this question

General Questions

1. As a board member, how satisfied are you with the level of commitment and involvement demonstrated by most board members?

Satisfied

Somewhat Satisfied

Neutral

Somewhat Dissatisfied

Dissatisfied

2. As a board member, how satisfied are you with the overall effectiveness of the board?

Satisfied

Somewhat Satisfied

Neutral

Somewhat Dissatisfied

Dissatisfied

3. As a board member, how satisfied are you with the manner in which individual board members focus on the needs of the WVPCA versus the needs of their individual organizations

Satisfied

Somewhat Satisfied

Neutral

Somewhat Dissatisfied

Dissatisfied